

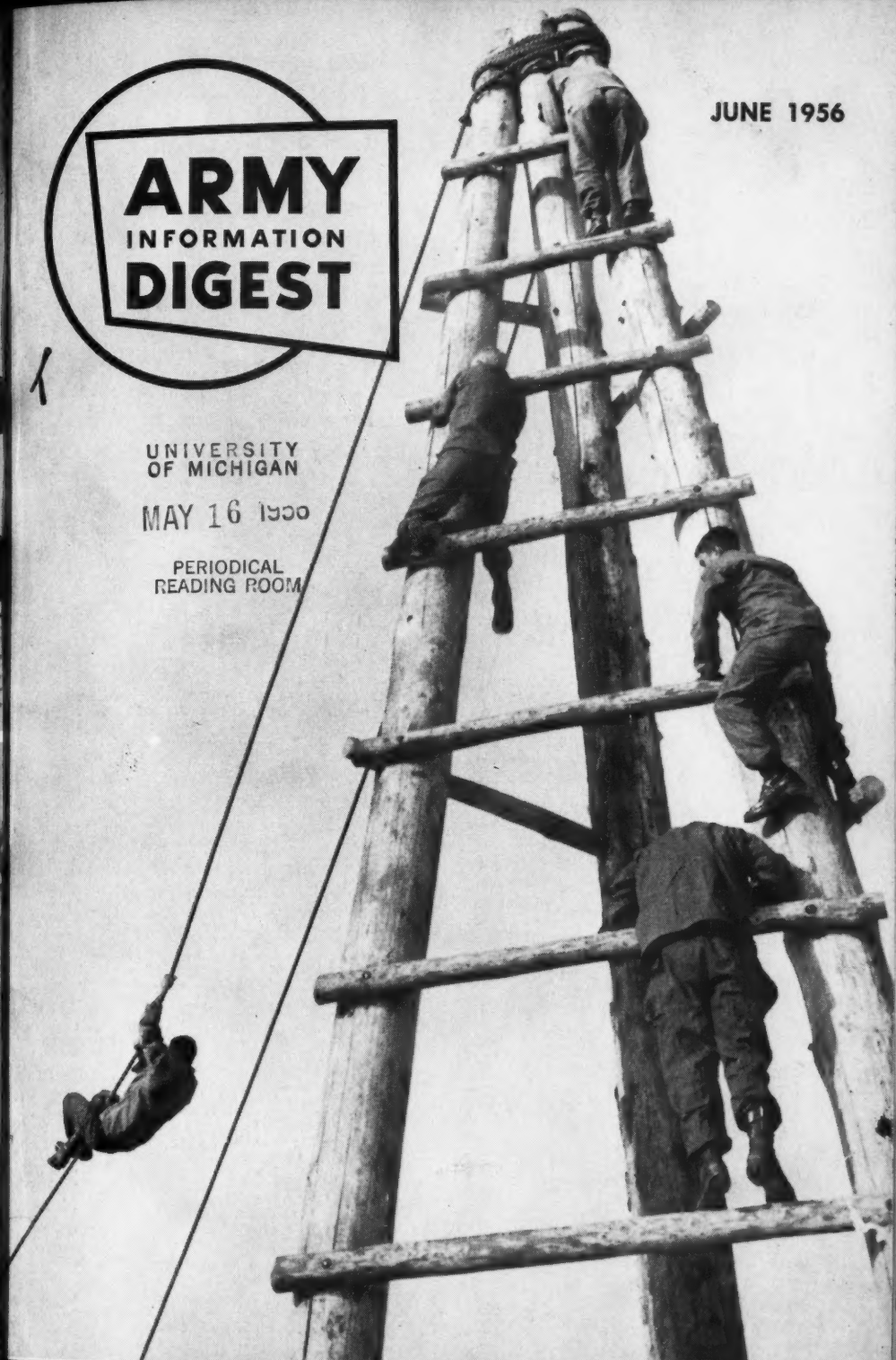
ARMY INFORMATION DIGEST

JUNE 1956

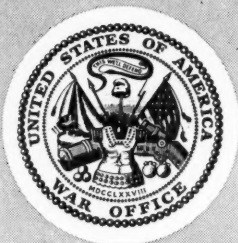
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ARMY INFORMATION DIGEST

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DEPARTMENT OF THE
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The mission of ARMY INFORMATION DIGEST is to keep personnel of the Army aware of trends and developments of professional concern.

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EDITOR

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ASSISTANT EDITOR

Major Edward F. Keevan

PRODUCTION EDITOR

Captain Max L. Marshall

SENIOR ASSOCIATE EDITOR

Samuel J. Ziskind

ASSOCIATE EDITORS

Joseph F. Bierstein, Jr.

Owen J. Remington

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AS HISTORY'S countless battles prove, more sweat in training means less blood lost in combat. In the cover scene, a cadremen demonstrates the proper procedure for negotiating one of the obstacles at the Fort Bliss, Texas, Confidence Course. Training such as this develops stamina and muscular coordination so necessary to battlefield survival.

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ADVISING, ASSISTING, TRAINING THE
ALL-SERVICE ACTIVITY OF

MAAG

A PLATOON of Chinese Nationalist soldiers went down the hill and splashed into the dirty brown water of the rice paddies below. Their objective—the ridge a thousand yards away.

After the assault ended with the simulated capture of the objective, an American Army officer smiled his approval to a high-ranking officer of the Chinese Army.

"They look good," he said, and then added a few suggestions to the Chinese officer. The Chinese nodded his head in silent agreement and jotted in his notebook.

The American was a member of one of the numerous advisory teams of the Military Assistance Advisory Group, Taiwan. The training exercise he had just witnessed was a typical example of the work he and other officers and men of MAAG are doing to assist and advise the Armed Forces of the Republic of China in military matters.

Throughout Taiwan and Penghu*

* As approved by the U.S. Board on Geographic Names, Department of Interior, and standardized for use between the Departments of State and Defense, "Taiwan" is the preferred conventional name for the island of Formosa, "Penghu" for the Pescadores Islands group.

and, to a lesser extent, on the off-shore islands of Quemoy and Matsu, there are other MAAG advisors who have the assignment of teaching the Chinese the ways and methods of the American Armed Forces. Wherever you find a Chinese military installation, you will normally find American advisors instructing and assisting in the training task.

The Military Assistance Advisory Group, Taiwan, was established in May 1951, within two years after the Nationalists were forced from the mainland and less than a year after the start of the war in Korea. MAAG resulted from the Military Assistance Agreement between the governments of the United States and the Republic of China, which was concluded by an exchange of notes on 30 January 1951 and 9 February 1951. In 1948, the 80th Congress had passed the Foreign Assistance Act of 1948 which made it permissible for the United States to establish military advisory groups in various foreign nations. These then, were the authority on which MAAG, Taiwan, was founded.

The need for a military aid group on Taiwan in early 1951 was intense. The Chinese Army was a

INING THE CHINESE NATIONALISTS IS AN

DEPOSITED BY THE
UNITED STATES OF AMERICA

AG-TAIWAN

LIEUTENANT (JG) JERRY GREEN

tattered remnant of the once fine force which fought the Japanese throughout World War II and then the rebellious Communists who eventually overran the Chinese mainland. Today, the need for MAAG has not diminished although the Chinese Armed Forces are much stronger and better equipped.

TAIWAN's strategic importance to the United States is glaringly apparent. Located about 100 miles off the South China mainland, it lies in the midst of the sea lanes between Okinawa and Japan to the north and the Philippines to the south. It has great value as a naval base.

With its craggy mountains and generous flat plains, Taiwan has been described as an "unsinkable aircraft carrier." Mountainous terrain affords maximum protection from an invader. From its many airfields, the expanding Chinese Air Force (CAF) can fly sorties over the narrow waters of the Formosa Strait, where U. S. destroyers steam

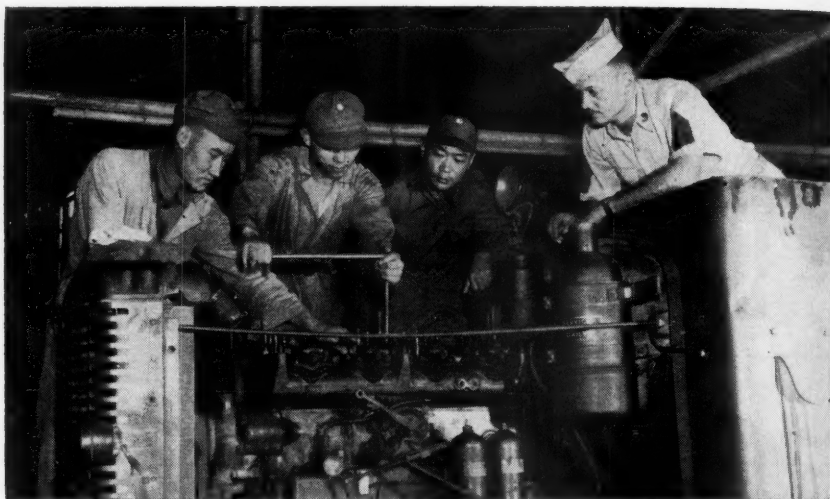
in the manner of a policeman patrolling his beat. If the island is attacked, the CAF can fly over the mainland air bases of its enemy and the harbors from which will sail the flotillas of invading junks. And if the island or Penghu are attacked, the United States is committed by treaty to assist in their defense.

History has underscored the vital importance of Taiwan. It was from here that the Japanese, during the first weeks after the bombing of Pearl Harbor, launched their attack on the Philippines. And it was also from Taiwan that Japanese

A U.S. Army advisor observes Chinese Nationalist soldiers in training.



LIEUTENANT JUNIOR GRADE
JERRY GREEN, USN, is on the staff of
the Military Assistance Advisory Group,
Taiwan (Formosa).



A group of Chinese Nationalist soldiers, assisted by a sergeant of MAAG, Taiwan, perform maintenance on a road grading machine.

kamikaze pilots flew their planes into American ships.

There are some who claim that if Taiwan should be lost to the communists, the rest of Asia would go with it. In all of Southeast Asia—in Singapore, Malaya, Thailand, Indochina, the Philippines and Indonesia—there are 13,000,000 overseas Chinese, many of whom are loyal to the Nationalists. Loss of Taiwan and extinction of the Nationalist government would reorient those millions of Chinese to Red China, and there would be the potential of a tremendous “Fifth Column” movement in the free nations of Southeast Asia.

President Ramon Magsaysay, of the Philippines, has said that loss of Taiwan could mean loss of his country, perhaps without the firing of a shot, within three years. This is a reason why MAAG, Taiwan was established to assist and advise the Chinese Nationalists in becoming capable to defend themselves.

MAAG, Taiwan comes under the jurisdiction of the Commander-in-Chief Pacific, with headquarters at Pearl Harbor. Organizationally, MAAG, Taiwan does not differ from MAAGs in any other nation of the free world to which the United States renders military and financial aid. Basically it consists of a General Staff and three sections—Army, Navy and Air Force.*

In Taipei, in the same building which houses the Chinese Army Headquarters, is the MAAG Army

* Chief of MAAG, Taiwan, is Maj. Gen. George W. Smythe, USA, a 1924 graduate of West Point and a veteran infantry soldier. His Chief of Staff is Capt. Harvey P. Burden, USN, a Naval aviator. The Army Section head is Brig. Gen. Theodore R. Bogart, USA; the Navy Section head is Capt. Robert Brodie, USN; and the Air Force Section head is Col. Joseph L. Laughlin, USAF.

Maj. Gen. William C. Chase, USA, who led the 1st Cavalry Division in World War II, was the first man to command MAAG upon its inception in May 1951. He was succeeded by Gen. Smythe on 28 June 1955.

Section Headquarters. In Ilan on Taiwan's East Coast, in Tainan in the South, and in Taichung in the rugged central area and elsewhere are the field teams which work hand-in-hand with Chinese Army units, teaching and training, pointing out American methods learned in World War II and in Korea, and observing how these methods are adapted.

In a single morning, a foreign correspondent on a casual tour saw a U. S. Army major show a group of Chinese soldiers how to assemble a bazooka and fire it with effectiveness. He saw a battalion of Chinese deploy itself in maneuvers, visited a Chinese Army kitchen and barracks, and looked in on a class of student-soldiers in a signal school. In all of these activities, representatives of Army Section, MAAG, were involved—as advisers, teachers, trainers.

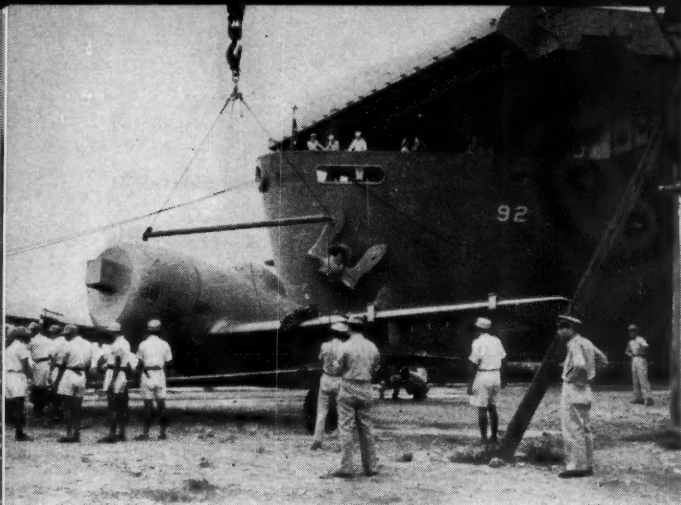
WHEN Chiang Kai-shek's Na-

tionalist troops left the mainland in 1949, they were a scattered bedraggled army which carried with it much of the ancient equipment used to fight the Communists. Today the Chinese Army has become modernized. The Chinese soldier wears a new and better uniform; his rifle is modern, and he has been taught how to use it. The Army has received modern tanks, artillery, motor transport and engineering equipment. MAAG's instructors have shown the Chinese the way to work with "military hardware" and the Chinese have been fast to learn. What is most encouraging is that they are learning maintenance and how to rebuild equipment—and they are making some headway in this field.

Across the capital city from the Army Section, over where General Wang Shu-ming, widely known as "Tiger" Wang, has his Chinese Air Force Headquarters, is MAAG's Air Force Section. The biggest job of

American built tractors and 'dozers operated by Chinese soldiers help clear the way in building roads and airfields on Taiwan.





An American aircraft carrier delivers P-47s to Taiwan for Chinese Nationalists who will be trained in their use.

the Air Force Section is to achieve the transition of the CAF from propeller-driven to jet aircraft. This has been most successful.

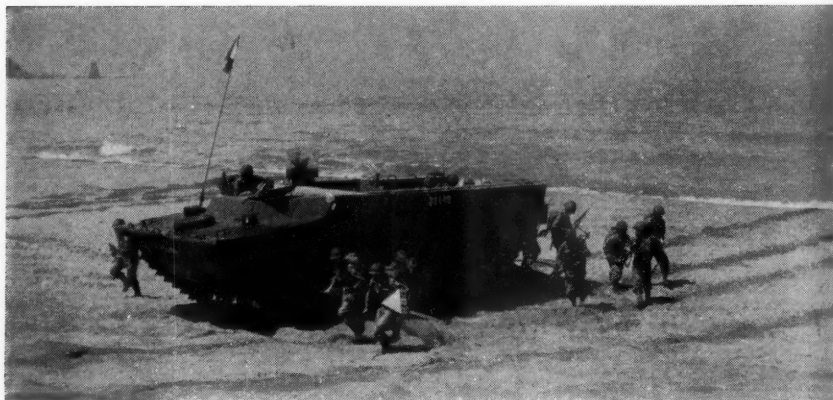
Chinese aviators now fly F-84 Thunderjets and recently have taken to the F-86 Sabrejet. From air bases throughout Taiwan, CAF pilots fly jet training missions and sorties in defense of their islands. Here, too, Chinese mechanics have become accomplished in jet aircraft maintenance.

Even before the advent of the jet age, Chinese pilots have been going to the United States for their flight training. It is not unusual to see a

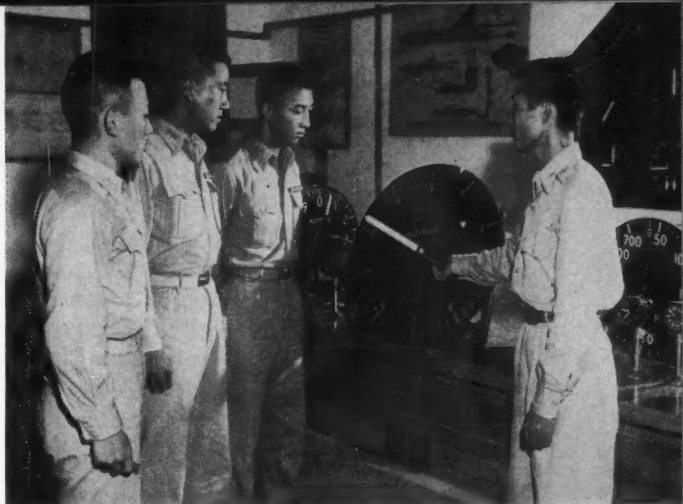
Chinese flyer wearing the silver wings of the USAF on his tunic as well as the wings of his own CAF. These have been earned after completion of the same training as an American aviation cadet receives. Many of MAAG's Air Force instructors have qualified with the Chinese Air Force and now wear CAF wings along with their own.

OFF THE West Coast of Taiwan is a slender body of water which has been a focal point of world news interest for several years—Formosa Strait. Here the task force of the U. S. Seventh Fleet patrols,

Chinese Marine amphibious forces disembark from LVT's during landing operations training at Kao Shung, Taiwan.



Cadets of the Flying Training School in Tainan learn how an altimeter works as part of their training in instruments.



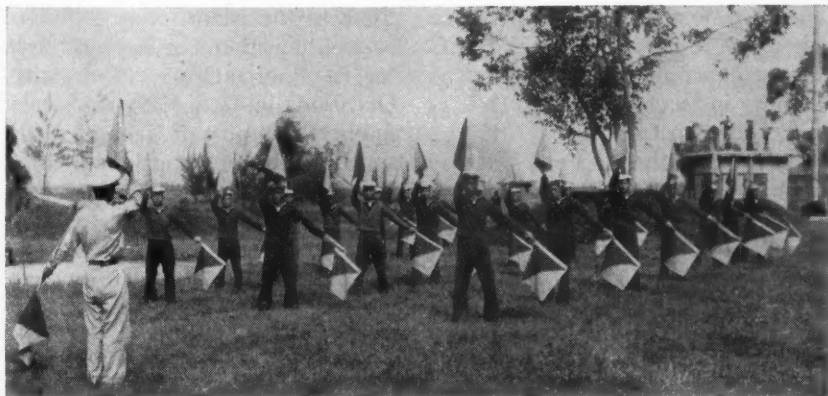
steaming up and down the 100-mile-wide channel, on the constant lookout for trouble. In the same Strait, ships of the Chinese Nationalist Navy are being readied and trained to become an effective fighting force. This Navy is still small but its sailors are keen and capable because of the training they receive from MAAG's Navy Section.

American naval officers and petty officers ride the Chinese ships, teaching seamanship, navigation, communications, anti-submarine warfare and tactics. Others work on the beaches teaching underwater demolition teams how to swim great

distances with quiet fish-like ease, plant dynamite charges and escape. Occasionally, ships from the Seventh Fleet operate with the Chinese, conducting voice radio communications and flag hoist drills in English. The Chinese Navy's adoption of American methods has been a striking development.

China currently has three ex-U. S. destroyers of World War II vintage and assorted destroyer escorts, LSTs and landing craft. The destroyers are the show pieces; their proud crews were sent to the United States to receive them and then sailed them back through the Pan-

Chinese sailors receive instruction in flag signal training at the Chinese Naval Academy Technical School in Tso-Ying, Taiwan.



ama Canal and across the Pacific.

Most of the Chinese Navy is based at Tsoying, a naval base on the southwestern coast of Taiwan. It is there that MAAG's Navy Section maintains its headquarters although there is a large Chinese Navy headquarters in Taipei, where the U. S. Navy Section also has a small detachment for liaison purposes.

It is in the South also that the Chinese Marine Corps is based. There they live in tents, go through boot camps and participate in rigorous training exercises. The Chinese marine units are only eight years old, but already they have developed the *esprit de corps* of their American counterparts. MAAG's Navy Section is also charged with assisting, training and advising the Chinese Marine Corps.

MOST encouraging perhaps of all MAAG activities is the military school system, which has now been in effect for three years. Each branch of the Chinese Armed Forces has its own school system. The Army conducts signal schools, ordnance schools, armored schools, and the like. The Navy has its mine warfare school and gunnery school. The Air Force has maintenance schools. At these schools, MAAG effort is concentrated on helping the Chinese instructors who do the actual classroom work.

In Taipei is the National Defense College for senior Chinese officers from all branches of the military. The Army has its own Command and General Staff College where modern tactics, techniques and logistics are taught. Many of the Chinese instructors at these schools have been to comparable schools in

the United States and pass along the knowledge they acquired to their fellow Chinese officers. MAAG acts as an observer at these schools.

MAAG frequently must work in close conjunction with other American organizations on Formosa. Along with the International Cooperation Administration, MAAG programs United States funds received through the Mutual Defense Assistance Program to construct and maintain military installations like airfields, roads, harbors, barracks, schools and headquarters. It is also with MDAP monies that all equipment given the Chinese is paid for, be it a howitzer or a jet, a destroyer or a canteen.

But with all that MAAG does, nowhere in the military structure of the Republic of China does it have any command authority. Its primary mission is to advise and assist in training the Chinese Armed Forces; it may make recommendations, but all decisions are rendered by the Chinese High Command.

Men of MAAG are in Taiwan as guests of a free and sovereign Chinese government, and while many servicemen are here, there are no ground units. The only operational air units are those which come to the island on a rotational basis from other Far Eastern bases for familiarization and training. Occasionally, U. S. Navy ships enter the northern port of Keelung or the southern port of Kaohsiung, but this is for shore leave and upkeep.

At first no American dependents were permitted to come to Taiwan, but by early 1953 the security of the island was such that the first shipload of MAAG families arrived. Today, there is a sizable American community here.



Acting as an infantry advisor, a U. S. Army captain closely observes Nationalist Army soldiers working out a tactical problem.

ANOTHER of MAAG's missions is to help the Chinese obtain from the U. S. the military materiel which they need to defend Taiwan and to maintain internal security. Military equipment has been arriving in a steady stream for defense of Taiwan, and MAAG's primary functions are to supervise the end-use of MDAP equipment and to assist in training the Chinese Armed Forces in the proper use of this equipment.

Unlike most MAAGs elsewhere, MAAG, Taiwan has the additional mission of training. One high-ranking officer aptly summed up the training picture when he said: "The potentials are here. They only need to be developed."

The development began nearly five years ago. It continues today.

THE initial problem confronting the small MAAG staff in May 1951 was tremendous. MAAG had to de-

termine the potential strength of Nationalist China's manpower as represented by the forces evacuated from the mainland and the value of the materiel and supplies brought with them. Then they had to decide what was immediately required from the United States in the form of money, men and materials. When this task was completed, MAAG was able to move along to its basic function of assistance and advice.

Much of the time during the early days was devoted to instructing the Chinese on care, maintenance and tactical use of American weapons. Next came the establishment of the military schools and the training of their instructors. Many Chinese officers were sent to the United States for instruction, then returned to teach what they had learned.

Throughout MAAG's history,

military equipment flowed in, it seemed, on each arriving ship, but one of the more notable days was 19 June 1953, for on that day the Chinese Air Force received its first allocation of jet aircraft. With the assistance of American advisors from the Air Force Section, young Chinese pilots have proven their ability to fly in these planes.

What MAAG has done on Taiwan is greatly appreciated by the Chinese. But it took the eminent

president of the Republic, Generalissimo Chiang Kai-shek, to sum up:

"Perhaps the most important contribution you have personally made," he told an assemblage of MAAG enlisted men, "has been the great increase in the morale of the Armed Forces of Free China your presence alone has created and the good feeling which has been promoted between yourselves and your Chinese comrades in arms."

This good feeling remains.

Your Date with History

A CALENDAR OF ARMY ANNIVERSARIES

- 3 Jun 1784... 3rd Infantry Regiment constituted as First American Regiment, oldest regiment of the Regular Army.
- 1911... Field Artillery School established as School of Fire.
- 1916... Army Veterinary Corps established.
- ... National Guard Bureau established as Militia Bureau.
- 6 Jun 1918... Army 2d Division with Marine Brigade counterattacked around Belleau Wood and Chateau-Thierry.
- 1944... D-Day landings on Normandy coast of France.
- 11 Jun 1832... Eagle adopted as insignia for rank of colonel.
- 12 Jun 1776... Continental Congress developed a plan for a Board of War and Ordnance—the first War Department.
- 1948... Women's Armed Service Integration Act signed, making Women's Army Corps part of Regular Army.
- 14 Jun 1775... The United States Army founded when Continental Congress authorized enlistment of companies of riflemen to serve the United Colonies for one year.
- 1917... The 1st Division, American Expeditionary Force, sailed for France.
- 1775... Infantry established in the American Army.
- 16 Jun 1775... Adjutant General's Department founded.
- ... Corps of Engineers founded.
- ... Quartermaster Department established.
- ... Finance Corps established as Paymaster-General's Department.
- 18 Jun 1812... United States declared war against Great Britain.
- 21 Jun 1860... Signal Corps established.
- 25 Jun 1876... Massacre of General Custer's force at Little Big Horn.
- 1950... North Korean armed forces invade Republic of Korea.
- 28 Jun 1918... Chemical Corps established.
- 1946... Armed Forces Staff College established.
- 30 Jun 1917... Sanitary Corps established.

Psychological Approach to Leadership

Colonel Richard Steinbach

"We need to produce some facts based on scientific research which we can use rather than the opinions and attitudes formed by fable, folklore or war stories."

—General John E. Dahlquist, USA-Ret., then Commanding General, Headquarters Continental Army Command, addressing a 1955 Leadership Conference.

THIS statement by General Dahlquist is particularly pertinent in the field of leadership. A significant step in this connection has been taken by Continental Army Command (CONARC) Human Research Unit Number 2, Fort Ord, California, which recently completed Project Trainlead, a psychological study of leadership. (See "The Man Behind the Trigger," February 1955 DIGEST.)

Purpose of Trainlead was to develop a better method of presenting leadership problems for study by junior officers. Under the direction of Dr. Carl J. Lange, HRU psychologists adopted the familiar military problem-situation method and brought it to life by utilizing an open-end film technique.

By means of this technique, military human relation problem situations are acted out on film. At a

point short of the problem's solution, the film narration either ends abruptly or continues with the presentation of several alternate ways of resolving the problem. A small-group discussion is then conducted among viewer-trainees concerning possible solutions.

The filmed problems are based on critical military leadership situations, identified in combat by junior officers in Korea, and in the garrison by officers at The Artillery School and Fort Ord.

When this visual-auditory film technique was tested on junior officers, it was found that they became more emotionally and critically involved in the situations. Their avid interest made the problem-solving process more personal and meaningful than is ordinarily elicited by the stereotype lecture-discussion technique universally used in the Army.

In addition, it was found that the small group discussion following the film presentation enabled each

COLONEL RICHARD STEINBACH, Infantry, is Assistant Chief of Staff, G-1, Headquarters, Continental Army Command.



Students discuss their own solutions to problem situations from actual combat, as depicted in scenes such as this in a Trainlead film.

officer to participate in considering all the military, procedural and human relation aspects of the problem by identifying himself directly with the officer in the film.

AS IS the practice in almost every area of Army training, no "school solution" was presented by the instructor. Instead a manual, which included a series of factors relevant to each situation and some examples of good solutions, was made available to instructors as a guide. Several acceptable solutions were kept in mind by instructors, based on the overall judgment of more experienced leaders and service school officers. Each instructional group was permitted to develop and discuss the merits of its own solutions.

Later in the course, the discus-

sion technique was used by an actual classroom dramatization of the solution. Students assumed the roles of the actors in the film. Despite the normal resistance to this technique, researchers found that some instructors learned to like this method because it made their discussions more effective.

Criteria for determining the results were then developed. Two separate groups were used for this evaluation—a specially trained group and a control group.

The films, it was found, brought about changes in the students in two ways: First, the quality of solutions to leadership problems for the experimental (film trained) group was superior to that of the control (regularly trained) group. Second, the experimental group was

superior to the regular group in their ability to select good leaders, as measured by their choices for the top ten leaders in their class.

To insure that the two criterion measures of change would not be affected by a different level of initial ability in the two groups, the tests were given both *before* and *after* training. A rigorous statistical analysis of the before and after test results of both groups determined that no difference in initial ability existed either as regards their solution to problems, or their ability to select the top leaders among their classmates.

Most significant was the finding that the poorest student judges of good leaders in the experimental (film trained) group, as identified by their level of ability, made the greatest relative improvement during training. Moreover, even the best initial judges of their classmates' leadership ability improved on their initial ability.

PERSONAL evaluations of training results were obtained from students and instructors. One frequent comment from students was that the course broadened their viewpoints in dealing with leadership problems. Another comment was that they felt that the "live" problems had made them recognize the meaning of leadership principles.

Finally, they felt that they had gained considerable confidence in their own judgment from participating in the discussions. In a sense, the improved method of leadership training tends to build an instructional bridge between the consideration of leadership theory and principles, and actual situations.

Trainlead stems from initial re-

search on leadership training by the staff of HRU Number 2 at the Fort Ord Leaders' Course in the fall of 1953, when five films pertaining to noncommissioned officers leadership problems were produced and used during training sessions.

Following this, the Trainlead project was proposed under the title of "Training Army Leaders with Sound Film and Group Discussion Techniques." As part of this study, ten officer films were produced, varying in length from five to ten minutes each. The modified approach was then used to train two Officer Candidate School classes and one Basic Officers Class at Fort Sill, to determine the films' effect as compared to the conventional system of leadership training.

Project Trainlead is not regarded as a panacea by CONARC researchers for all leadership problems in the Army. But it has produced what apparently can be considered a sound answer to a specific military problem in leadership—namely, how to increase realism of leadership problems presented to students, and how to maximize "live" participation in solving them.

IMPROVEMENT of leadership training methods is not new—and it is not solely the problem of the Army. Each of the sister services is confronted with similar problems, as are civilian industrial and commercial organizations. In the Army many of the prevailing instructional concepts have developed through evolution. Although these concepts have merit, they are not infallible. This is why research in this area is so vitally needed.

As a result of the study, HRU researchers feel that the young of-

ficer's skill in dealing with superiors, subordinates and peers is an important determinant of success in his early assignments. As a leader, the young officer must be able to imbue his men with an attitude of willing acceptance of responsibility in contributing to the accomplishment of his unit's mission. He must work effectively with other officers at his own level. He must establish relationships with his superiors which would enable him to accomplish his mission without jeopardizing the support of his men.

Considering these observations, researchers outlined the military problem as follows: "What does an officer need to learn to do these things? He must learn to recognize leadership problems. He must learn how to judge and evaluate the motivations of those individuals involved in the problem. He must learn to analyze this information in relation to unit goals. He must learn to make decisions and carry them out in a way that will develop a positive, constructive attitude in his men and lead to achievement of the mission."

In analyzing the problem, present Army training methods were examined. It was found that junior officer training included the teaching of eleven principles of leadership, an analysis of military leader traits, and a further analysis of leadership problem examples in terms of leadership principles.

EARLY in the research program, it was discovered that experienced officers realize that the teaching of broad principles of leadership alone cannot provide solutions to specific problems. In short, the principles must be used in an interpretative

sense as a guide for action. These principles are largely abstractions of conduct for the guidance of those concerned in a military leadership situation.

Generally a wide variety of actions can be taken in any given situation, all of which in varying degree might be defended by using an illustration of one or more of these principles. The problem seems to be that in many situations several leadership principles may conflict, that a choice must be made which will lead to the best decision, action or order.

To provide a broader evaluation beyond that provided by experimental use at The Artillery School, the films were used by the Leadership and Psychology Department at the United States Military Academy, The Engineer School and several civilian universities. Detailed evaluations were made at all institutions, including comments and recommendations regarding each of the experimental training films. The results and reception were most favorable. The next step was to get the films to users.

DURING a 1955 conference on leadership at Headquarters, Continental Army Command, Fort Monroe, Virginia, Trainlead films were shown, then discussed by both military and civilian research panels. Following the conference, an Ad Hoc Committee—consisting of representatives from Army Service Schools, United States Military Academy, Personnel Research Branch of The Adjutant General's Office, the Human Resources Research Office, and CONARC—was organized to evaluate the Trainlead films and make recommendations

on leadership research. The final result was a recommendation for production of such leadership training films for Army-wide use.

Specifically, the Ad Hoc Committee recommended as an interim measure that the Trainlead experimental films be duplicated by Army Signal Corps in sufficient copies to permit immediate utilization and continuing evaluation by the service schools. Members further recommended that following this interim period, the Army produce a full set of new films appropriate for Army-wide use at two levels. The first would be a precommission series appropriate for noncommissioned officer, Officer Candidate School, and ROTC training; and the second, a post-commission series appropriate for instruction of basic refresher and regular officer classes at the various service schools.

PROJECT Trainlead's success points up the fact that the Army's training methods require constant examination and evaluation. While no sensational upheaval in military doctrine was caused by Trainlead, it did produce some of the factual data which the Army needs.

To improve Army training, military trainers and planners involved should constantly seek problems which can be turned over to the military researchers to determine if they are susceptible to research. Psychologists employed by such Army-contract agencies as the Human Resources Research Office can contribute a major part in keeping Army training methods abreast of materiel development.

The problem of telescoping military experience into instructional material seems to be one of the continuing goals for both the service schools and our civilian research agencies. Additionally, the Ad Hoc Committee organized at the CON-ARC leadership conference, seems destined to serve as a permanent-type steering committee, providing up-to-date surveillance of the best training methods in our service schools. It also would act as an evaluation and sponsoring agency for problems in leadership training and research.

The Trainlead research project stands out as another example of the Army's success in utilizing the best of its military and civilian talent to accomplish its missions.

As the Reserve Trainee Sees It

QUESTIONNAIRES marked by 544 Reservists completing basic training under the Army's six months active duty program at six Reserve training camps indicate that 73 percent liked the program, 7 percent didn't like it and 20 percent had not made up their minds.

When asked the three most desirable features of the training, 44 percent listed a chance to learn a trade; 37 percent said they wanted an opportunity to learn whether they would like a career in the Army, and the remainder appreciated the chance to further their education.

On the basis of first, second, third choices of subjects liked best, Individual Weapons Training headed the list, with 87 percent naming it among their first three preferences. Next in order of preference were First Aid and Hygiene, and Troop Information and Education, with more than a majority liking all subjects presented.

The Army survey was conducted to determine how training for the Reservist may be made more effective and thereby spur volunteer enlistments in the program.



*Religious ministrations are available
In garrison . . .*

THE CHAPLAIN AND THE SOLDIER

Chaplain (Colonel) Edward T. Donahue

THE CHAPLAIN, a man of peace, and the soldier, a man of war—in the mind of some people—do not seem to fit well one another's company; and yet historically they are found in close association as far back as there is record of an army taking the field.

Sixteen centuries before the Christian Era, the Egyptians went out to meet their foe accompanied by the priests who served the god of Thebes. The people of ancient Israel, so it is recorded, were led by Joshua and the priests of the Temple as they marched around the walls of Jericho. In ancient Rome, war was not declared without first consulting the will of the gods as it was revealed through the priests of the college of Augurs.

In Christian times we find that as early as 742 A.D. the Church provided in its law for chaplains

to serve with the army. And this tradition has been carried out in our own country. From the night the lantern shone from the Old North Church in Boston to proclaim the resolve of the people to fight for freedom, until this very day, chaplains have served with our soldiers in America's cause.

It is natural that this should be so. The values which the soldier is pledged to defend are those which the chaplain is pledged to preserve, protect and propagate. For the chaplain, these values are not an end in themselves, but are only the means of man's achieving the completion of his destiny, which is ultimate union with God his Creator.

The military man, however, is often prone to consider spiritual values in their utilitarian aspect; thus, courage is important only because it is the stuff out of which heroes are made and battles are won. Obedience is important to him not simply because it is an acceptance of responsibility vested by God in the person in authority

CHAPLAIN (COLONEL) EDWARD T. DONAHUE, USA, is Commandant, The Chaplain School, Fort Slocum, New York.

s an available to the soldier
And in the field.

CHAPLAIN THE SOLDIER

Colonel Edward T. Donahue

but principally because it is a means of permitting that authority to be used successfully in the fulfillment of a mission.

The chaplain sees sacrifice as the highest type of human activity—a means of permitting an individual to carry out the will of God. The military man—of whose life sacrifice is necessarily so much a part—often sees sacrifice in its limited connotation, as a necessary evil to the realization of an immediate good.

Yet the fact of the matter is that the chaplain, the man of peace, and the soldier, the man of war, have a natural affinity and a great bond of unity in their common purpose—namely, the preservation among men of peace and order, the protection of the helpless, the defense of the weak, the liberation of the oppressed and the refuge of those who would live according to law rather than be bound by the tyranny of men.

Such serious and basic considerations are not always kept in mind. The misapprehension is still held by



many that the chaplain's work begins and ends with the conduct of Divine Service on Sunday.

ANOTHER point of misunderstanding on the chaplain's role in the military establishment is that he comes to the military service presumably equipped by studies under the supervision of his church, to carry out the religious ministry which he is to provide for the Army. Why, then, the question is frequently asked, is it necessary to have a Chaplain School? What do they teach there—and couldn't the chaplains be better employed in doing things rather than being engaged in the continual process of learning things?

Such ideas are often entertained by those who are either completely ignorant and unfamiliar with a spiritual ministry or who in some instances have a misguided hostility arising from the consideration that the chaplain holds up a standard of

conduct which in their way of thinking is unrealistic and, in the military service, impossible.

The Chief of Staff, General Maxwell D. Taylor, in a recent letter to all senior commanders clearly stated the Army's view on this matter:

"The Army by the nature of its requirements attaches the greatest importance to human values. It recognizes men as the basic element of military strength. Hence it works constantly to improve the moral, physical and intellectual quality of its men. It creates for them an environment of decent clean living, intolerant of vice, dissipation or flabbiness.

"In the Army authority imposes its weight by the professional competence of its leaders rather than by the arbitrary or despotic methods of martinets. Second only to

accomplishing his mission, the officer's duty is to the welfare of his men. Rank is the badge of responsibility, not of privilege."

To such a reasoned and reasonable statement by a professional soldier, any chaplain—reversing the usual order of things—would breathe a fervent Amen. In that kind of an Army it is natural that the chaplain should have a place, that he be held in honor, and that he be deserving of honor.

Because our Army is that kind of Army, commendation of the work of the chaplain is found frequently in recent Army records, but never more simply expressed than in a record dated 17 August 1873, giving the opinion of a Colonel Carson on the worth of his chaplain: "As regards the abilities, qualifications and character of Chaplain — I consider him, as I heretofore re-

The entire body of the Company Officer Course and Enlisted Detachment stand retreat at The Chaplain School.



ported, eminently qualified for his position in this Regiment, as he has the esteem and confidence of all in it, and not only has shown himself always willing and capable to perform his own peculiar duties but beyond that he has and still does exert a great influence for the good discipline and instruction of the Regiment."

QUITE frequently people outside the Army ask, "What do you have to do to be a good chaplain?" A somewhat similar question was asked in 1947 of the Commanding General of an Infantry division and large post in the United States. The General was known in his day as a tough soldier and stern commander who had the unfailing loyalty and respect of those who served with him in combat. When asked by the head of a church agency, "What qualities do you expect in a chaplain?" the General thought a moment and then replied:

"The qualities I want in a chaplain are those you find in a good pastor. I want my chaplain to know his job and then get it done—even," said the General smiling, "if he has to fight me to do it."

"The chaplain's job is to make men better; he can't be small or selfish in doing it because men respond best to a big appeal. The chaplain has to influence the men or he will be neither effective nor happy."

This concept of the chaplaincy—a pastorate transplanted to the military environment—is quite correct. But the transplanting is not always easily or effectively accomplished. As far back as World War I, when large numbers of clergymen from civilian life volunteered

for service as chaplains, the Army quickly saw the desirability of devising some means to help these men adjust to their military environment.

BY ORDER of the Secretary of War dated 9 February 1918, a training school for Chaplains and Chaplain Candidates was established at Fort Monroe, Virginia. In April the school moved to Camp Taylor, near Louisville, Kentucky, where it remained until it was closed 16 January 1919.

During the ten months in which this school operated, 1696 clergymen were authorized to attend. Of this number 1315 reported for training; 915 were graduated, commissioned as chaplains and assigned to duty (among them John Bricker, now Senator from Ohio), and 123 were appointed in the Officers Reserve Corps. The latter were not called to active duty, since they did not complete the course until after the Armistice.

The Chaplain School was reactivated 21 April 1920 at Camp Grant, Illinois, as a permanent Service School for commissioned chaplains of the Regular Army. In September 1921 it was moved to Camp Henry Knox (now Fort Knox), Kentucky; in September 1922 to Fort Wayne near Detroit, Michigan; and in the summer of 1924 to Fort Leavenworth, Kansas. Training requirements for chaplains in the peacetime Army were met, and in 1928 The Chaplain School was closed.

With the expansion of the chaplaincy in World War II, The Chaplain School was again activated 2 February 1942 at Fort Benjamin Harrison, Indiana. In August of

that year it was moved to the campus of Harvard University, Cambridge, Mass.

Peak enrollment at the School was reached with the June-July Class of 1943 which numbered 433 students. In August 1944, the School was moved to Fort Devens, Mass. Less than a year later, in July 1945, it was again moved to Fort Oglethorpe, Ga. In December 1946 it was again relocated at Carlisle Barracks, Pa., which provided adequate facilities until the School was moved to its present location at Fort Slocum, N. Y., in April 1951.

In all these moves and in the 38 years of its existence The Chaplain School has had the same purpose in providing training for chaplains—namely, to enable the chaplain, by becoming more familiar with his military environment, to understand and to cope with the problems with which he may have to contend in carrying out his mission in the Army—to lead men to God and to make God a reality in their lives.

THE CHAPLAIN is interested primarily in making soldiers better men. His job is in the realm of the spirit. If he can make soldiers better men then it is a happy circumstance that they will be better soldiers, better citizens and better anything else. Happily enough in our country, the Army is content with that arrangement because it realizes that it gets more for its money if the chaplain remembers who is his boss.

With all this emphasis on the spiritual side of the chaplain's ministry, it comes as a bit of a surprise to some to discover the extent to

which military subjects are taught at The Chaplain School. Quite apart from the fact that the School is a Branch Army Service School administered in compliance with policies established by the Department of the Army and the Continental Army Command for all such schools, there is obvious reason why military subjects should be included in the curriculum.

The Basic Course at The Chaplain School is designed to orient and familiarize the chaplain newly commissioned from civilian life with his military pastorate. Just as a clergyman in civilian life who takes up a particular ministry—labor relations, hospital charge, and the like—familiarizes himself with the field of his labor, so too the chaplain in the Basic Course at The Chaplain School is given an introduction, at least, to the Army with which he will serve.

In the Company Officer Course at the School, which he may attend after some years of military experience, the chaplain is prepared for the operational responsibilities which he may be expected to assume by virtue of his experience and his advance in grade.

Further training in administrative responsibilities is provided in the Advanced Course. Here the chaplain is familiarized with the staff duties which he will have by virtue of his assignment in a higher headquarters. And here again, proper emphasis is given to military subjects since the chaplain, as the moral and spiritual advisor of the commander, should be aware of the problems with which the commander is concerned.

TO THE measure that he under-



Students in the Chaplain's Company Grade Officer Course work a map problem in the Military Subjects department.

stands and appreciates the purely military aspects of the service, the chaplain can more effectively assist and advise his commander and the troops whom he serves. This does not mean that the chaplain will be a sideline general or an amateur tactician; but rather that he will gain such a knowledge and understanding of the military situation as to win for him the respect of his fellow officers who will accept him not only as a clergyman but as a qualified member of the Army team.

RENDERING of assistance by the various members of a military staff is simplified if the chaplain knows the responsibilities and objectives with which these various staff members must be concerned. Army organization and staff administration procedures are necessarily then a part of the curriculum at The Chaplain School.

The Company Officer and Advanced Courses for chaplains on active duty are made available in abbreviated form as Associate

Courses for chaplains in the Army Reserve and National Guard. Thus chaplains in these components are kept aware of trends and developments in the Army Establishment.

During 1955 approximately three hundred chaplains were trained in residence at The Chaplain School. In addition, another 658 chaplains were enrolled in extension courses administered through the School.

Currently there are seventy-three different denominations represented in the chaplaincy. The uncounted thousands of people in these denominations who are vitally concerned with the work of the ministers, priests and rabbis whom they have given to the military service to provide a spiritual ministry for their sons, constitute an informed body of opinion concerning the Army throughout the church in the United States. This is in keeping with the best American tradition that since Revolutionary times has recognized that the cause of freedom is irrevocably tied with religion and morality.



THE MAKING OF A PARATROOPER

"THE SKY, even more than the sea, is terribly unforgiving of even the slightest mistake." This motto is displayed by the 187th Airborne Regimental Combat Team at Fort Bragg, North Carolina, where a rigorous Basic Airborne Training program is dedicated to the elimination of even the slightest mistake.

The ground phase of this training—designed to prepare the volunteer novice jumper for exit from an aircraft in flight—stresses both physical and mental conditioning in a strenuous two week pre-jump course.

Physically, the mechanics of mastering the parachute harness, learning how to jump, how to land, how to prevent being dragged, and then going on to fight are repeated again and again. When the time comes for that first actual jump, reflexes respond automatically.

Mentally, the soldier is conditioned to make that first jump, and at the same time is inculcated with an esprit de corps that fosters pride in the entire Airborne organization.

Basic to such training is a merger of the individual with a group pattern and self-identification with the unit. While in training he does not walk, but performs "at the double." Steadily, he is pushed beyond what he may have believed to be his normal peak performance. Challenge and response become ever more taxing. Under such physical and mental conditioning he becomes less concerned with the distant prospect of a jump, and more involved with the hourly demands made on him.

At the end of the two weeks the novice paratrooper has learned the basic requirements. Hardened physically and indoctrinated mentally, he is prepared for the final week of jump training, with its first airlift and the series of five jumps that qualify him to wear the coveted wings of the paratrooper.

LANDING must be mastered before jumping. As wind machine whips up a blast of air, trainee must flip to feet, run around canopy, collapse chute.



EXIT practice on a mockup is the next step. Here paratroop trainees attach static lines to anchor line cable.

CONTROL of parachute in the air means learning proper body position while descending, as this trainee is doing in exit from the 34-foot tower.





SLIDE along cable from training tower gives practical application in checking the canopy and maintaining proper body position. Trainee (above) is about to strike earth mound, where other trainees catch and unhook him. He then reports at the double to 82d Airborne Division instructor (right) who grades him and offers a critique of his performance. Seated trainees observe techniques of men working from tower.



*After preliminary ground training, 'troopers are prepared for the real thing—**PARACHUTE JUMP***



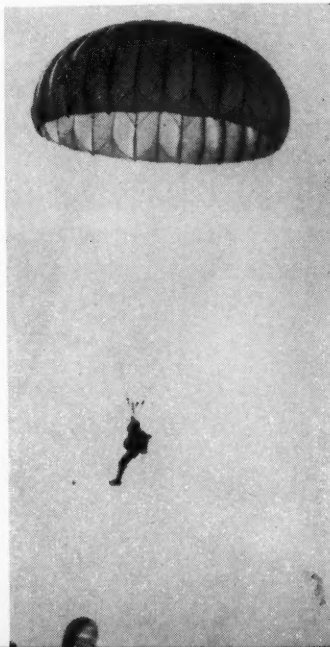
Alert and ready, trainees await the order to don their parachutes. Then (right) the men are assisted in fitting the chutes, after which they take their places (below) in a "stick" preparing to enter a C-119 troop carrier airplane.





Inside the aircraft, the novices receive an Air Force briefing on in-flight emergency procedures.

When the plane reaches the drop zone, their previous training helps them launch their first descent (right) and to complete it perfectly, as in the three pictures below.



Combat Serviceability Is Our Business

Lieutenant Colonel George P. Winton, Jr.

IN DRAWING a comparison between military activities and those of civilian enterprise, it is appropriate to compare the Continental Army Command (CONARC) boards to buyers. In effect, CONARC boards are "buyers" for the combat elements of the Field Army, with the Technical Services assuming the role of the producers and sellers.

The Technical Services design and develop new equipment to meet the stated needs of the combat arms, and submit the new items to the combat arms for acceptance. After examining the items carefully, the boards recommend to CONARC Headquarters whether or not the arms should "buy" the new items. Testing of these items, and their acceptance, rejection, or determination of desirable modifications constitute the primary role of the Continental Army Command boards.

Board No. 1 at Fort Sill, Oklahoma, is concerned with equipment peculiar to field artillery units. As the lineal descendant of the Field Artillery Board organized at Fort

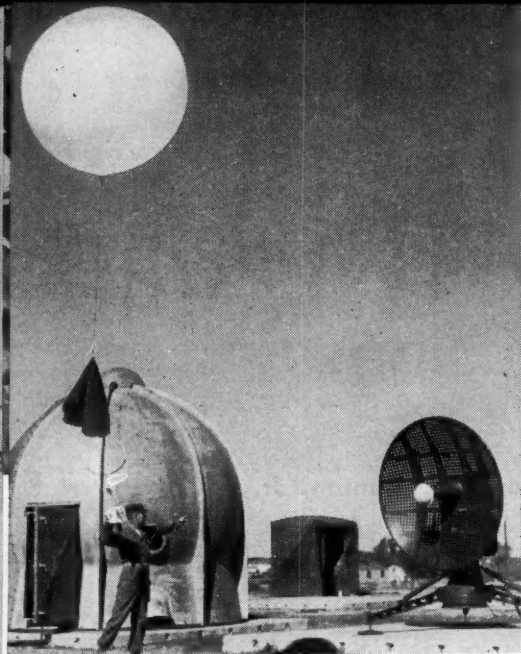
Riley, Kansas, in 1902, it may be claimed to be the oldest agency of its kind.

The mission initially assigned to the Board in 1902 was to consider and make recommendations upon all questions concerning artillery in the field which might be referred to it by the Commanding General of the Army. Examination of old records reveals that much of the early work of the Board was similar to that performed today—i.e., testing and evaluation of new equipment.

The work of the Field Artillery Board proved so useful that the other arms set up similar boards. In 1913 the Board was moved to Fort Sill, Oklahoma, where The Artillery School of Fire had been founded two years earlier. It continued to function at Fort Sill until 1916 when its members, together with all other artillery officers then stationed at Fort Sill, were dispatched to the Mexican border to pursue Pancho Villa. From 1916 to 1918 a lieutenant of infantry maintained the records of the Board while awaiting return of its permanent membership. The Board was reconstituted at Fort Sill in 1918.

A membership list of the Field

LIEUTENANT COLONEL GEORGE P. WINTON, JR., Artillery, is Chief of the Analysis and Control Section, CONARC Board No. 1, Fort Sill, Oklahoma.



Radiosonde and Rawin set are locked in prior to release during test of meteorological equipment.

Artillery Board during its early years reads like a *Who's Who* of Field Artillery. Some of its illustrious members were Peyton C. March, Dan T. Moore, William Lassiter, William J. Snow, W. S. McNair, Ernest Hinds, Fox Conner, and Harry Bishop.

In 1922 the Board was moved to Fort Bragg, North Carolina, by the then Chief of Field Artillery, Major General W. J. Snow, in order to be near Washington and the manufacturing centers which were then concentrated in the East.

In 1945, the Board was integrated into a system of Army Field Forces Boards. It then became a part of Army Field Forces Board No. 1 which contained, in addition to the old Field Artillery Board, a Communications and Electronics Division, an Army Aviation Division and an Airborne Division. It is noteworthy that, because of the seniority of the Field Artillery

Board, any board into which it is integrated has been designated as Board No. 1.

Nine years later, in June 1954, the Field Artillery Board (then known as the Field Artillery Service Test Division), together with the Army Aviation Service Test Division, was moved to Fort Sill and reconstituted as Board No. 1. Purpose of this move was to facilitate coordination and interchange of ideas and information between the Board and The Artillery School. The Communications and Electronics Service Test Division and the Airborne Service Test Division remained at Fort Bragg, North Carolina, as Board No. 5.

In October 1954, the Army Aviation Service Test Division was again moved, this time to Camp Rucker, Alabama, where the Army Aviation Center was being organized. The old Field Artillery Board, retaining the title of Board No. 1, OCAFF, remained at Fort Sill. It assumed its present designation with the establishment of the Continental Army Command in February 1955.

The officially assigned mission of the Board is to—

- Conduct user tests.
- Recommend for or against adoption of new equipment.
- Furnish guidance to developing agencies during development.
- Participate in troop tests.
- Observe and review performance of standard items.
- Recommend maintenance procedures, spare parts and tools for new items.
- Assist schools in preparation of basic training literature and selection of training aids.

Equipment peculiar to field artillery units which fall within its sphere of responsibility include: cannon, towed and self-propelled; Field Artillery mortars; surface-to-surface rockets; ammunition for these weapons; prime movers (for Field Artillery suitability only); countermortar and counter battery radar; sound and flash ranging equipment; fire control equipment; survey equipment; searchlights; meteorological equipment; camouflage nets; and related Field Artillery equipment.

The Board strength authorization consists of 34 officers and warrant officers, 188 enlisted personnel and 26 civilians, organized into two main operating groups (the Gunnery and Materiel Divisions), an analysis and control section, and administrative and support elements. Materiel Division generally deals with weapons and motors, Gunnery Division with ammunition and all other items. This arrangement produces an approximately equal workload for each of the two testing divisions.

TO illustrate the normal method of operation, assume that a requirement has been stated for a new self-propelled medium howitzer. The need for this item may have been initially perceived by any member of the Army, but in order for the requirement to be officially established, the proposal must have been transmitted and staffed through many echelons of command and finally approved at Department of the Army level.

Once the requirement is established, Headquarters, Continental Army Command prepares its Military Characteristics (MC). These

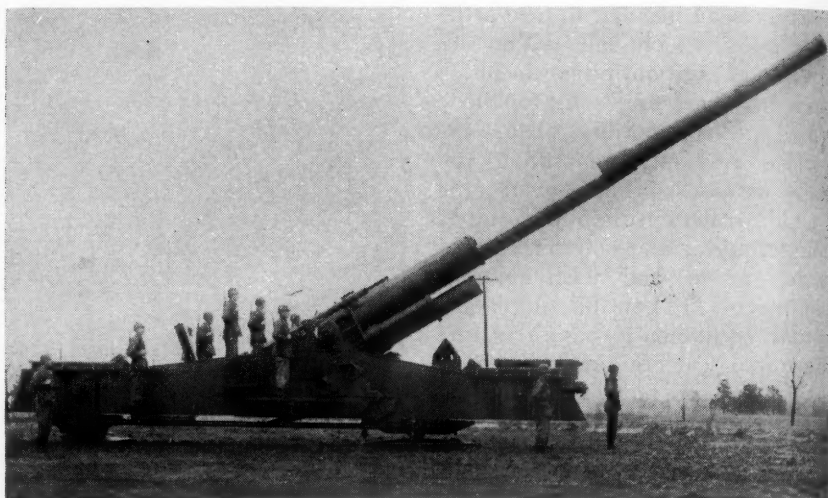


Board personnel prepare to track a projectile that has been detected on radar set AN/MPQ-10.

describe the necessary performance qualities of the new item in non-technical, somewhat generalized, terms.

When the MCs have in turn been approved at the Department of the Army level, they are passed to the appropriate Technical Service, which in the case of a self-propelled howitzer would be the Ordnance Corps, and development is initiated. After a lengthy period of designing, development, and engineering tests, the Chief of Ordnance informs Continental Army Command that he has a service test model of the new weapon ready to be turned over to the appropriate board.

Up to this point, the Board has been intimately involved in each step in the process. It has commented upon written proposals such as tentative requirements and drafts of Military Characteristics, and has been in close touch with and furnished informal guidance to the



One of the weapons tested by CONARC Board No. 1 was the 280-mm. gun on carriage T72, capable of firing atomic or conventional shells.

Ordnance Corps. The Board now assumes a more directly operational role as the service test agency. Service testing is the prime responsibility of all CONARC boards.

FIRST step is the preparation of a plan of test. The new self-propelled howitzer already has passed an engineering test which proves in general that it meets its design specifications. The service test, however, must be drawn up from an entirely different point of view.

Purpose of the service test is not to duplicate or challenge the validity of the engineering test, but to determine whether the new item meets the requirement as expressed in the Military Characteristics—whether it will do the things that the MCs say it must do—and whether it is simple enough, reliable enough, and rugged enough for combat use by average troops.

Determination of factors such as these—factors often not readily

susceptible to mathematical analysis—calls for seasoned judgment, a practical balancing of strengths against weaknesses. Such questions as “How heavy is too heavy?” or “How many minor breakdowns can be tolerated?” continually arise. For this reason the membership of the Board, both officers and senior NCOs, is drawn predominantly from combat experienced artillerymen with a wide background of troop duty.

After the plan of test has been critically reviewed by the senior members of the Board and has received their stamp of approval, it is dispatched to other interested agencies for comment. This assures that a thorough service test is conducted and that all information required by responsible agencies is obtained.

These comments are duly considered and, if judged to have sufficient merit, the plan is modified accordingly. The final plan is then

sent to Headquarters, Continental Army Command, for approval.

PRACTICAL field testing then begins under the close and constant supervision of a particularly qualified board member designated as the project officer. In the instance under discussion, he would probably have served with a self-propelled medium howitzer battalion, and probably also was the board member who monitored development of the howitzer during the various processes that preceded the service test.

The test includes road and cross-country marching; moves into and out of position; firing in daylight and darkness, "buttoned-up" and "unbuttoned"; slow and rapid fire; high and low angle fire; careful analysis of firing accuracies; and frequent maintenance inspections

to detect undue wear, breakage, or maintenance difficulties.

Crew comfort, safety, and storage capacity are analyzed. Opinions of the enlisted men who drive, fire and repair the weapon are solicited and carefully considered.

When the project officer has executed his plan of test and feels that he has sufficient data to support sound conclusions and recommendations, he begins the difficult and responsible task of drafting his report.

The report of test is thoroughly reviewed by the senior officers of the Board. If warranted, they may call for further testing. The report is coordinated with interested agencies, then transmitted to CONARC for approval. One of three principal conclusions is reached—that the item is (1) suitable, (2) suitable if certain specified modifications

A rocket battery crew transfers an Honest John (762-mm.) rocket from trailer to launcher during tests conducted by the Board.



are made, or (3) unsuitable for further consideration. Clear and definite recommendations are included in the report. If the item is found suitable, appropriate action is initiated at Department of the Army level.

THERE ARE many variants to this service test pattern. In the example just described, all of the testing was performed at Fort Sill, but most items also receive a low temperature test at CONARC's Arctic Test Branch at Fort Greely, Alaska. Some items are sent to Yuma, Arizona, for desert test.

Much of the Board's surface-to-surface rocket testing takes place in the Fort Bliss, Texas-White Sands Proving Grounds, New Mexico, area. The Board maintains a small detachment at Fort Bliss to supervise this testing.

Many minor items are not tested, but are given a quick evaluation. In some cases, in order to speed up the development and test procedure, and to obtain maximum utilization of unusually expensive materials, engineering and service tests are combined and conducted

under the joint supervision of the Board and the Technical Service. In all of these variants the general principles applicable to a normal service test are observed.

Always the Board's main purpose is to determine whether the item meets the requirement as expressed in the Military Characteristics—whether it is simple enough, reliable enough, and rugged enough for combat use by average troops.

Testing by the Board is thorough, comprehensive, and it is also generally time consuming. One reason why it takes so long to complete the testing of a major item is that the Board tries to give constructive advice to the developing agency on how to correct a faulty item rather than adopting the simple solution afforded by a flat rejection. This approach, while slow, is more economical and fair to the developing agency. In the long run, it makes a maximum contribution to the overall goal sought by all Army Research and Development agencies—namely, to provide the Field Army with the best possible combat equipment.

Turbine and Nuclear Power on Wheels

A TRANSPORTABLE gas turbine power plant, mounted on two railway cars, has been developed and now is being tested by the Corps of Engineers. Built by Westinghouse Electric Corporation, it consists of a 5,000 kilowatt gas turbine power plant and transformer. One unit could satisfy power requirements of the average industrial plant while several operated in parallel could produce power adequate for even the largest plant. The unit can be moved over rail systems in various parts of the world.

A CONTRACT has been awarded by the Army Transportation Research and Development Command, Fort Eustis, Virginia, to the Nuclear Development Corporation of America, White Plains, New York, for studies of possible applications of nuclear power to Army Transportation Corps equipment. Items under study will include certain rail locomotive equipment, several types of Army harbor and inland waterways craft, and special cargo-carrying land vehicles of very large size known as "land trains."

Incentive Awards Can Pay Dividends

Colonel A. E. R. Howarth

THREE YEARS AGO, the Military District of Washington Suggestion Program was practically non-existent. During that year, two suggestions were received and neither was adopted. A check disclosed that suggestion boxes were being used chiefly as receptacles for cigarettes, chewing gum wrappers and in one instance, as a depository for personal letters. Apparently no one expected the program to accomplish anything and evidently everybody was right.

In an effort to vitalize the program, a positive promotional campaign was begun. Key operating and staff officers of the headquarters were appraised of the importance of incentive awards. A new committee—consisting of the Assistant Chief of Staff, G-1, G-3, G-4, the Civilian Personnel Officer and the Chief of the Management Engineering Branch—was set up with the Comptroller as President. At the same time, an Executive Secretary for Incentive Awards was appointed as a Special Assistant to the Comptroller. This gave added prestige to the program and illustrated the degree of attention it was soon to receive.

COLONEL A. E. R. HOWARTH, General Staff, is Comptroller, Military District of Washington.

Suggestion boxes were then attractively painted red, white, and blue and moved to more conspicuous spots. Well-lighted bulletin boards were placed nearby. Displays were carefully planned by the Executive Secretary and replaced once they had served their purpose.

Localized posters illustrating the importance of MDW activities were designed. Poster campaigns sought to direct attention to areas where suggestions were especially needed. The most successful of these, focused on security, pictured a Kremlin landmark and questioned whether our secrets were making a one-way trip. It attracted considerable attention, and an increase in security suggestions resulted.

NEXT step was to organize the awards program at subordinate installations. Civilian Executive Secretaries were appointed at all posts to provide a basis for personal contact with those making suggestions. This arrangement soon paid big dividends, as in the following case.

A new type of motion picture projector had been adopted by Signal Corps which made the existing projector lens obsolete. A film library technician at Fort Myer, Virginia, succeeded in developing a simple and inexpensive means for

adapting the old lens for use with the new projectors.

At that time, however, Efficiency Awards regulations excluded Wage Board or "blue collar" workers from receiving cash awards for improvements considered to be within their job responsibilities. Later, in 1954, this was corrected by a new Incentive Awards Act (Public Law 763—83d Congress).

When this happened the Executive Secretary of the Fort Myer Awards Committee, recalling the projector lens adapter, induced the film technician to submit his idea as a suggestion. It was forwarded through command channels to the Office of the Secretary of the Army, and the Chief Signal Officer approved an overdue cash award for the ingenious technician. Subsequently, the same idea was adopted by most of the ZI Armies. Except for the Executive Secretary's personal missionary work, the employee's initiative might have gone unrewarded.

As a result of this organized yet personal approach, the Incentive Awards Committee soon found itself in business. Contributed suggestions ranged from an idea for eliminating "tent caterpillars" to installing air conditioning units in temporary buildings. Though it was not possible to accept any of the original suggestions, each was thoroughly and promptly examined. Rejection notices in the form of personal and friendly letters served to minimize the suggestor's natural disappointment and to encourage future suggestions.

NOT ALL suggestions were unproductive. The eventful day finally arrived when three suggestions won quick acceptance. One

East Meets West at the Suggestion Box

James D. Lewis

NOT ONLY in continental United States, but in far corners of the globe, the Army Suggestion Program is paying dividends in faster, more efficient ways of performing tasks, saving large sums of money, and generating increased interest and morale among civilians and soldiers alike.

At the Kobe Quartermaster Depot, Japan, for instance, an active program has been in effect since July 1953 for military personnel, Department of the Army civilians, and Japanese national employees. In this Oriental setting it is necessary to prepare posters and promotional material both in English and Japanese—and it is not at all uncommon to have the resulting suggestions translated from the Japanese.

In the past two years more than 700 suggestions have been received and about 150 have been placed in effect. Although none of the resulting innovations could be termed revolutionary, the cumulative effect of those already put into operation account for savings of well over \$50,000 to the Army—and to the American taxpayer.

One Japanese sewing machine operator suggested a method for machine sewing of buttons on wool jackets which saved many minutes over the

JAMES D. LEWIS, a Department of the Army civilian employee at Kobe Quartermaster Depot, Japan, is Executive Secretary of the Incentive Awards Committee at that installation.

former hand method. When the monetary award was presented, most of the other 145 employees at the Tailor Shop crowded around. This led to the idea of making all presentations on the job site to generate interest among other employees. The next time the suggestion box in the Tailor Shop was checked, eight good ideas had been dropped in.

A Japanese employee in the Depot Maintenance Division worked out a way to salvage rails and legs from canvas cots by making them into tool handles, toaster legs, bulls-eyes for tent lines, chair and ladder rungs. He now has four more suggestions pending.

The suggestions come in from soldiers, too. One enlisted man suggested that turn-in of pencil stubs be required for re-issue to inventory teams working at the depot. He also suggested that the accumulated stubs go to a Kobe orphanage that the Depot has adopted. Not only was there a saving in pencils but favorable public relations resulted as well.

RECENTLY a successful Company Suggestion Contest was conducted and suggestions poured in concerning troop morale, welfare and recreational activities. A special committee picked five winners from the 81 suggestions

received. First prize, a portable radio, was won by a soldier working in the Stock Control Division who suggested a company emblem.

Some of the other suggestions accepted in the past two years include ferrules on legs of butcher blocks to prevent legs from being rotted by contact with floors; a trap to eliminate lint and feather particles from the air in the Pillow Renovation Shop; a machine to fabricate packing and crating seals from used steel strapping.

The depot produces a sizable assortment of its own promotional material—in English and Japanese. Locally made posters are put up in strategic places. Handbills inform employees of recent winners. An information letter goes to each new incoming soldier or employee. The bi-monthly depot newspaper carries a suggestion column and occasionally even the Far East (Osaka-Nagoya) Network is used for one minute announcements. Each suggestion box carries bi-lingual information about the program.

Despite impressive results to date, a large portion of idea-potential remains to be tapped. At the Kobe Quartermaster Depot it has been found that language is no barrier when ingenuity and ideas are called for.

Two Japanese who submitted management improvement proposals receive awards from military supervisors at the Depot.





An enlisted specialist explains an applicant's suggestion being considered by the MDW Incentive Awards Committee.

was a new method of cleaning cemetery monuments, which was adopted by the Quartermaster General for Army-wide use. At a ceremony the following week, the Commanding General presented awards to the successful suggestors. Photographs of the ceremony were widely posted and distributed with press releases to area news media.

When a respectable number of winners had been accumulated, an "Incentive Award Honor Roll" was posted in the hallway near the Commanding General's office, where it could be seen daily by employees. The prestige of having their names publicized on the Honor Roll encouraged others to submit work-saving ideas.

During the years 1953, 1954, and the first three quarters of 1955, MDW originated 168 acceptable suggestions which resulted in an estimated first year's saving of \$515,625.27. Cash awards totaled \$3,600.13—a striking contrast to the two suggestions received in 1952.

While only first year's savings are considered in determining the

amount of the award, these continue from year to year, piling up untold monetary gains—not to mention intangible gains in morale.

THE Department of the Army suggestion program, begun in 1943 as "Ideas for Victory," was credited with saving \$142,679,551.06 in wartime production costs. Later it became a management-improvement and morale-building device, successively designated "Efficiency Awards" and finally the "Incentive Awards" program.

The value of such a program is measurable in dollars and cents. A suggestion for the adoption of the barrel-pak method of packing household bric-a-brac, proposed by an officer at Cameron Station, Va., for example, led to a first year's estimated savings of \$341,835—a record under the MDW program.

World-wide, suggestions made by Army civilian and military employees during Calendar Year 1955 are expected to save approximately \$19,226,696. Out of a total of 66,468 recommendations received during

this period, 16,676 were adopted in this country and abroad.

ONE OF the problems singled out for special study in MDW, is the matter of minimizing the anxiety of the suggestor during the period from submission of his idea to its final acceptance or rejection.

This poses a problem in human relations. The suggestor, faced by the long wait necessitated by referral of his idea to various command levels, may consider his efforts wasted, with telling effect upon "repeat suggestions."

A possible solution is for each major echelon to inform the suggestor that "his idea has now reached this office and is being studied." Knowledge that the proposal is receiving careful attention removes some of the uncertainty and encourages further suggestions.

Currently, there is no provision in the Incentive Awards Program

to grant cash awards for the numerous worthwhile suggestions submitted by service personnel. Thus the suggestion of a serviceman or woman can be rewarded by a three-day pass or, as in the case of the Cameron Station officer, a military decoration. While a commendation is desirable, most soldiers can use a little extra money.

MDW is tackling this obstacle by authorizing small cash prizes for the most meritorious suggestions, drawing upon command welfare funds. It is felt that any suggestion contributing to the good of the Armed Forces also contributes to the welfare program.

With a continuing dynamic promotion program already in effect, MDW looks forward to a steadily expanding record of accepted suggestions.

So far, the campaign has paid big dividends—in morale, savings, and efficiency!

Freedom's Foundation Letter Awards

WITH THE topic "My Vote—Freedom's Privilege" as the theme, all members of the Armed Forces on active duty are eligible to compete in this year's letter-writing program sponsored by the Freedom's Foundation.

First prize in the letter awards program is \$1,000. In addition, there are two second place prizes of \$500 each and 80 third place prizes of \$100 each. All cash winners will receive George Washington Honor Medals, as will an additional 50 runners-up. Top winner from each of the services will also be a guest in the Nation's Capital during the 1957 presidential inauguration ceremonies.

Under rules announced by the Foundation, contestants should stress the role of the American voter in self government, and should be non-partisan in their approach. Letters should be at least 100 words and must not exceed 500 words in length. There is no limit to the number of letters which may be submitted by any individual.

All entries must be signed with the writer's full name, grade or rating, serial number, branch of service, and unit address, and should be sent to Freedom's Foundation, Valley Forge, Pennsylvania, before 11 November 1956.

Marksmanship Concepts Undergo Test

A NEW concept of training designed to improve the Army rifle marksmanship program is now undergoing tests to determine whether it should be adopted Army-wide. Known as Trainfire, the experimental concept was developed by Headquarters, Continental Army Command Human Research Unit Number 3 at Fort Benning, Georgia.

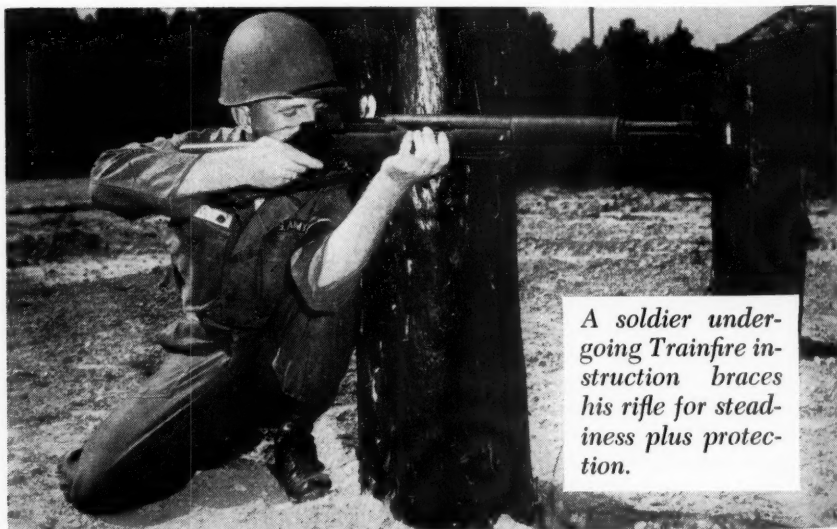
The new concept is based on the principle that in combat the rifleman's targets are not stationary at known distances, but are moving men, usually within 300 yards, and that the rifleman's mission is to neutralize such targets.

Consequently the new training method reduces the use of standard bulls-eye targets at known distances, and substitutes camouflaged targets and electrically controlled silhouettes descriptively called "Pop-up Petes" emplaced at varying distances. The present 86 hours of rifle training during the first four weeks of basic training is reduced to 74, and the number of rounds fired also is cut down.

Trainfire targets, both stationary and moving, are electrically powered and remote-controlled. Exposed briefly at irregular time intervals, they fall automatically when hit. The new system also stresses quick selection of firing positions, firing in combat uniform, and shooting almost immediately after training begins.

Trainfire thus reproduces many of the marksmanship problems encountered by individual riflemen in combat. It is designed to develop, in a minimum time and with minimum expense, a rifleman who can detect and engage combat targets effectively.

Tests now are being conducted at Fort Carson, Colorado, and Fort Jackson, South Carolina. Two companies are paired, one to undertake the conventional "known distance" instruction, the other to employ the experimental Trainfire method. After evaluating the results of both methods, the Army will decide which method is better.



A soldier undergoing Trainfire instruction braces his rifle for steadiness plus protection.

*In hospitals or at isolated duty stations,
soldiers have the added convenience of*

On-Post Commercial Banking Facilities

Bertha N. Frenkiel

SOLDIERS and Army employees who cannot avail themselves of in-town banking facilities because of conflicting training schedules, duties from which they cannot absent themselves, or because of transportation difficulties, find that their needs have been anticipated and provided for by the Department of the Army.

Thrift is being encouraged and morale boosted by the 151 on-post banking facilities set up under sponsorship of the Office of the Chief of Finance in continental United States, Europe, Hawaii and the Far East.

Here the young serviceman, perhaps receiving regular income for the first time, has available the same checking, deposit and saving services as in his home town bank. The wheel-chair patient at Walter Reed Army Hospital even finds a special ramp leading to a teller's window, where he can cash checks, make deposits and withdrawals, buy Savings Bonds, and attend to the many details of his personal finances.

Army operations, too, benefit.

On-post banking facilities handle currency conversions overseas. Disbursing officers frequently use them to meet payroll requirements. Custodians of non-appropriated funds find the facilities a great convenience both for deposit and disbursing activities.

Indicative of the scope of operations, on-post banking facilities during the first quarter of 1955 cashed or accepted for deposit some 4,250,000 checks, sold 450,000 bank money orders and cashier's checks, handled 2,860,000 currency conversions overseas. Some 200,000 active bank accounts were maintained. During this period, the facilities furnished \$230,000,000 to disbursing officers for payroll and incidental expenses, and in addition transacted a great variety of other banking business—selling Savings Bonds, arranging loans, and the like.

BASIC authority for the on-post banking system dates back to the Civil War, but it was not until large scale mobilization of World War II that the need became acute. To meet the requirements of a rapidly expanding Army, the Treasury Department extended its existing Depository and Financial Agent System to provide for the establish-

BERTHA N. FRENKIEL is on the staff of Advisory Services Division, Office of the Chief of Finance, Department of the Army.

ment of banking facilities which would offer the following services—

- Paying and receiving facilities for officers, enlisted members and civilian employees acting in their individual capacities; and for custodians of nonappropriated funds acting in official capacity.
- Selling cashier's checks, bank money orders and travelers checks.
- Furnishing cash to disbursing officers of the Department of the Army, including payroll requirements when desirable.
- Accepting deposits from disbursing officers of the Department of the Army for credit to the account of the Treasurer of the United States.
- Selling and redeeming Savings Bonds and stamps for cash.

Ordinarily charges are assessed for cashier's checks, bank money orders, travelers checks, special check forms and other banking paper that may be issued. However, no charges are made for the last three services listed above.

THE FIRST on-post facility was activated at Fort Sill, Oklahoma, in August 1942, and soon thereafter one was opened in the Pentagon and another at Gravelly Point, Virginia. Many of the units began operation with no more than a clapboard counter and a bit of chicken mesh wire to form a "cage." Some 340 banking facilities were established, all of them in continental United States.

The program was successful from its inception. While actual figures are not available on the number of

man-hours saved, some idea of their extent can be derived from the Finance Corps' estimate "that in the aggregate these facilities cashed more than 2,000,000 checks every month in the amount of more than \$225,000,000. In addition they furnished cash to meet payroll requirements of \$65,000,000 monthly, sold \$12,000,000 in travelers checks and cashier's money orders and \$3,500,000 in War Bonds per month, and handled deposits made to official Army organizational and individual accounts."

With the cessation of hostilities, the Treasury and the War Departments projected a plan to terminate all facilities by mid 1946, but the general reaction was so unfavorable that it was decided to continue approximately 40 banking facilities at large installations and hospitals.

With the postwar concentration of United States troops in occupied areas and particularly after the outbreak of the Korean conflict, a need for additional banking facilities arose. Expansion was accomplished with little difficulty, since both the Treasury Department and the Department of the Army, as well as the banks, had learned much from previous experience.

The first oversea facilities were opened in Germany in 1947. Soon thereafter facilities were established in Austria, France, Japan and Trieste. At present there are 151 banking facilities sponsored by the Department of the Army—7 in France, 66 in Germany, 1 in Hawaii, 15 in Japan, 1 in Korea, 1 in Okinawa and 60 in the continental United States. Facilities in Austria and Trieste were closed following withdrawal of United States forces from those areas.



A special teller's window enables wheelchair patients at Walter Reed Army Hospital to do their own banking.

OPERATING in conjunction with the banking facility program, Mobile Banking Units and Conversion Points have been authorized in overseas areas. Mobile Banking Units are designed to serve two or more installations where the personnel strength is insufficient to justify the establishment of a full time banking facility. The units operate out of and at the expense of a banking facility, on a one- or two-day-a-week basis.

Conversion Points, as the name implies, are places where Military Payment Certificates—the official medium of exchange for all United States Armed Forces transactions in areas where use of United States dollars or dollar instruments is prohibited—can be converted into local currency. (See "Foreign Finance," April 1955 *DIGEST*.) At the present, there are 34 Mobile Banking Units and 70 Conversion Points.

The operating cost of on-post

banking facilities is borne by the United States Government. Net operating costs are offset by the income derived from Treasury balances which are deposited with the banks by the Treasury Department. The balances, adjusted periodically, are fixed to yield sufficient revenue to offset net operating costs. In addition, installation commanders are authorized to furnish adequate quarters for the conduct of business, including military guards, janitor service, light, power, water, heat.

THE Office, Chief of Finance, representing the Department of the Army, is responsible for determining whether a need for proposed facilities exists. With the transition of the banking facility program from a temporary expedient to a permanent arrangement, the cost of the program has become a matter of prime significance to both the Treasury Department and the Of-



Soldiers and civilians on Okinawa patronize the on-post banking facilities maintained in a Quonset hut.

fice, Chief of Finance.

To keep the cost at a minimum, surveys are continually being made to determine whether continued operation of banking facilities is justified in the light of the services being rendered. A further objective of these field inspections is to develop new techniques by which expenditures may be reduced and income increased without curtailing essential services.

Already this economy drive has proved successful. Today several banking facilities operate on a non-reimbursable basis—that is, at no cost to the Government. Several others are operating on a partial-reimbursable basis, whereby they agree to absorb all costs in excess of a stipulated amount. Other savings have accrued through reduced operating costs.

WHILE certain specific criteria have been developed to assist in evaluating the need for new bank-

ing facilities or to determine the desirability of continuing existing ones, who can develop a yardstick to measure the resulting improvement in the serviceman's morale?

Who, for example, can estimate properly the increase in the volume of savings accounts due primarily to the availability of on-post banking facilities and the resultant channeling of funds into savings rather than unwise spending? Can anyone appraise the important part on-post banking facilities have played in discouraging "black market" activities, especially in controlling conversions of Military Payment Certificates into local currency?

Taking into consideration the statistical summaries of banking services rendered and all of the intangible morale benefits which have accrued, it may truly be said that the Army's banking facility program is playing an important role in enhancing the efficiency and esprit of our defense forces.

ARMY INFORMATION DIGEST is distributed officially through channels to the company level. Individuals and units desiring to enter personal subscriptions (\$1.75 per year to domestic or APO address; \$2.25 to other addresses) may do so through the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C.

WHAT'S NEW

IN TRAINING LITERATURE, AIDS AND EXTENSION COURSES

Keep your organization current with the latest training materials by referring to this section in each issue.

TRAINING LITERATURE

While the following new literature will be published shortly, units are cautioned *NOT* to requisition copies until receipt of automatic initial distribution or the items are listed in DA Pamphlet 310-3.

Antiaircraft Artillery Service Practice. This new manual (FM 44-21) is designed to establish service practice procedures and standards for the guidance of antiaircraft artillery units, including: methods of conducting service practices, procedures for obtaining and analyzing record data, reports, safety requirements, and responsibilities of commanders and service practice officials. It rescinds TM 44-234, October 1952 and TC 44-1, March 1955.

Transportation Intelligence. This new field manual (FM 55-06) provides guidance in teaching doctrine, responsibilities, and procedure for the production of transportation intelligence. It supplements FM 30-16, "Technical Intelligence" for the collection and production of transportation intelligence.

Revisions. The following revised field and technical manuals will be available shortly:

FM 44-19, Qualification Program, Antiaircraft Weapons System (Revision of Sep 1951 edition).

TM 5-248, Foreign Maps (Revision of July 1946 edition).

TM 9-1940, Land Mines (Revision of July 1943 edition).

TM 10-228, Fitting of Footwear (Revision of Feb 1946 edition).

TRAINING AIDS

Training Films recently distributed include the following:

TF 11-2238, Principles of Multivibrators (26 minutes).

TF 17-2192, Tracked Vehicles in Support in Subarctic, Part I, Winter Operations (20 minutes).

TF 31-2127, Assembly Problem After Fifth Novice Jump (10 minutes).

TF 31-2128, Personnel Parachute Malfunctions and Activation of Reserve Parachute (9 minutes).

TF 31-2129, Personnel Parachute Entanglements and Recovery from Twists (6 minutes).

TF 31-2130, Parachute Landing Falls (12 minutes).

TF 31-2131, Parachute Training in the 34 Foot Mock Tower (12 minutes).

TF 31-2132, Conduct of a Parachutist in the Aircraft (9 minutes).

TF 31-2133, The Swing Landing Trainer (9 minutes).

TF 31-2134, Parachute Recovery and Shake Out During Novice Training (8 minutes).

TF 44-2149, NIKE I SAM Battalion, Launching Area-Part III, Reload Procedures and Drill for the Launcher Loader (16 minutes).

Graphic Training Aids. The following Department of the Army Graphic Training Aids and transparencies have been approved for distribution:

GTA 5-5, Explosives and Demolitions (Revision).

GTA 5-14, Demolition Card (Revision).

GTA 9-(), Gun, 40-mm, Dual Automatic, M2A1. T-9-2-34a-o-155-mm. Self Propelled Howitzer, M44 (15 transparencies).

T-9-6-23a-m Principles of Small Arms (Series of 13 transparencies).

Training Devices. DVC 6-11, "Corporal Handling Trainer." This device (formerly SDC Device 3-M-20) is a reinforced full-size model of the Corporal II Missile. Internal fuel and air tanks and all necessary external connections permit individual or crew training in canning, decanning, erection, fueling with simulated fuels, pressurization, decontamination, and warhead assembly. Initial automatic distribution in ZI and overseas is expected to be completed by July 1956.

ARMY EXTENSION COURSES

The following subcourses have been approved for publication by Headquarters CONARC and are either new subcourses or major revisions:

Power Supplies and Regulation, Subcourse 11-4. Signal School. Theory and operation of power supplies used with military communication equipment; single and multiphase ac power systems; filtering circuits; control and regulation systems; electromechanical types of power supplies such as vibrators, dynamotors and converters; typical examples of Signal Corps power supply equipment.

Signal Supply (Corps and Army), Subcourse 30-10. Signal School. Signal supply on the corps level; organization for supply of the signal battalion; controlled items of signal supply; problems and principles of supply in an independent corps; third echelon repair of signal supplies of corps troops.

Training Management, Subcourse 40-5. Signal School. Principles of training management; estimate of the training situation; preparation of training programs and training schedules; supervision of training; preparation of training tests; use of the critique.

Property Accountability and Responsibility, Subcourse 20-2. Quartermaster School. Definition of terms; delegation of responsibility; responsibility of the commanding officer, company and detachment commanders, and individuals; accountability and responsibility of prop-

erty and sales officers; post, camp, and station clearances.

Railway Track Maintenance II, Subcourse 30-44. Transportation School. This subcourse completes the story of railway track maintenance which began in Subcourse 30-43. Together, they cover subgrade, ballast, ties, rail and fastenings; explain the installation and the maintenance of switches, turnouts and crossings; and describe the many types of curves and the numerous problems associated with their maintenance.

Field Artillery Meteorology, Subcourse 30-20. Artillery and Guided Missile School. Designed to provide a knowledge of the work performed by the artillery ballistic meteorology sections, this subcourse teaches the basic weather processes and the organization and mission of the ballistic met station. Major components of equipment are discussed.

Automotive Maintenance, Subcourse 40-19. Armored School. Teaches administration, operation maintenance, and inspection of tactical vehicles, as well as the basic information and techniques needed by an individual charged with responsibilities for organizational maintenance in the using unit. The subcourse will assist in planning and supervising driver maintenance training, organization of motor pool activities, and related organizational maintenance responsibilities.

Corps in Retrograde Operations, Subcourse 30. Command and General Staff College. Principles and major decisions involved in the employment of an army corps, part of a field army, in retrograde operations, including selection, organization, and occupation of delaying positions in the execution of the retrograde operation, and use of firepower and reserves to block and/or counterattack hostile forces. The importance of accurate and timely intelligence is emphasized. Logistics functions in support of retrograde operations are also stressed.

Fire Control—AAA Guns, Subcourse 30-16AAA. Artillery and Guided Missile School. Description, emplacement, checks and adjustments, operation and maintenance of AAA directors and cabling systems; orientation and synchronization of AAA battery.



PARAGRAPHS

from



The Pentagon and the Field

The 101st Airborne Division—to be activated at Fort Campbell, Kentucky, early this fall—will embody the most modern concepts in organization and equipment. Organized for battle in an atomic war, the Division will have five combat groups, each a self-contained force. It will have a total strength of approximately 11,500, compared with a strength of 17,300 in conventional airborne divisions.

In breaking from the traditional three-regimental type organization, the new airborne division will increase the commander's span of control and will test communications and maneuverability on the battlefield. With approximately 6,000 fewer personnel, and by utilizing equipment that is being developed, the 101st can be air transported with approximately half the aircraft used in lifting the conventional airborne division. Atomic capability will be provided by "Honest John" rocket units within the division artillery.

New weapons and equipment slated for the 101st include the SPAT, a self-propelled 90-mm. gun that can be delivered by parachute; a family of new lightweight trucks, including the "Mechanical Mule"; lightweight general purpose machine guns; 105-mm. mortars; lightweight construction equipment and a great number of observation aircraft and helicopters. An airborne television system will enable a commander to receive latest front-line information, and a radio "guide system" using low frequency radio signals will provide a continuous all-weather flight position picture for helicopter and mobile ground units.

Major General Thomas L. Sherburne, Jr., Assistant Deputy Chief of Staff for Personnel, Operations, will be Commanding General of the 101st.



A certificate of appreciation, signed by the Secretary of the Army, will be awarded to individuals and units of the

Army Reserve in recognition of outstanding efforts in recruitment of men in the Army Reserve. Certificates will be presented to those reservists bringing in 5, 10, 15, and 25 new recruits, and to those Army Reserve units which have attained their authorized strength. Award ceremonies will be held in the recipient's home town.



The Army Antiaircraft Command has assumed responsibility for training support of certain non-divisional National Guard antiaircraft units which are combat-ready. Under the program of integrating National Guard units into the antiaircraft defense system, National Guard antiaircraft artillery units in 32 States and the District of Columbia will be trained to take over specific antiaircraft defense missions in an emergency. Many of the units already are manning antiaircraft guns at selected defense sites. Support will be achieved through National Guard channels by means of training aids, guidance and other assistance.



Approximately 300 applications have been received from Army personnel who feel that they are sufficiently qualified to represent the United States in the Olympic Games, in accordance with paragraph 7, AR 28-50. About 65 percent of these applicants have received approval from the various Olympic Committees, and will be given the opportunity to train and compete in Olympic Trials for a place on one of the Olympic Teams.



The annual Infantry Instructors' Conference will be held at The Infantry School, Fort Benning, Ga., 4 to 9 June. Topics scheduled for discussion include: the new Instructor Training Course, the new Escape and Evasion Course, latest

developments in the Atomic Field Army Concept, implementation of TC 23-1 (Technique of Rifle Fire at Night Without Artificial Illumination), the M59 2½-ton truck, the new Driver Selection and Testing Program, latest developments in Infantry tactics and concepts to include Task Force-Type Operations, trends in development of forward area radio equipment, the latest in air mobility, and an orientation on Ranger training. There will be a presentation by CONARC Board No. 3 on developmental items currently under test.



During Fiscal Year 1957 the Department of the Army will select and call to two years active duty, on a voluntary basis, a limited number of qualified Reserve officers from the group participating in the six-months active duty for training program in the following branches—Infantry, Armor, Artillery, Signal, Ordnance, Transportation Corps, Medical Service Corps. Details of the program are contained in Department of the Army Circular 135-16.

The top winners of the 1956 All-Army Entertainment Contest will perform on the Ed Sullivan television show over the Columbia Broadcasting System on 17 June. This will mark the third consecutive year that top Army talent has been featured on this program. The performance in 1955 was witnessed by an estimated TV audience of 45 million people and brought nation-wide acclaim.



Use of pneumatic dunnage instead of conventional lumber shoring to prevent damage to military supplies during shipment in freight cars is being tested by the Department of Defense and the Association of American Railroads. Pneumatic dunnage consists of specially designed, highly elastic and resilient air mattresses which are inserted in open spaces between components of the cargo and walls of the freight car to hold cargo firmly in place during transit. If eventually adopted for general military use, the procedure is expected to result in great savings of material and labor.

— Training Units Redesignated —

USE OF division designations to identify certain Army training centers is being discontinued, to be replaced by new terminology clearly indicating the centers' basic mission of training.

The 69th Infantry Division (Training) at Fort Dix, New Jersey; the 5th Armored Division (Training) at Fort Chaffee, Arkansas; and the 6th Armored Division (Training) at Fort Leonard Wood, Missouri, will be inactivated and the present training locations will be redesignated as follows: The United States Army Training Center, Infantry, Fort Dix, New Jersey; The United States Army Training Center, Field Artillery, Fort Chaffee, Arkansas; and The United States Army Training Center, Engineer, Fort Leonard Wood, Missouri, respectively.

In the interests of uniformity, the Armored Replacement Training Center will be redesignated The United States Army Training Center, Armor, Fort Knox, Kentucky, and the Antiaircraft Artillery Replacement Training Center will be

known as The United States Army Training Center, Antiaircraft Artillery, Fort Bliss, Texas.

The Training Center presently identified as the 6th Infantry Division (Training) at Fort Ord, California, will be discontinued and the designation of the 6th Infantry Division will be withdrawn when the 5th Infantry Division arrives at Fort Ord from Europe later this year.

The Training Center at Fort Jackson, South Carolina, now identified as the 101st Airborne Division (Training) will be redesignated as The United States Army Training Center, Infantry, Fort Jackson, South Carolina, and the 101st Airborne Division will be transferred to Fort Campbell, Kentucky, less personnel and equipment, for activation as an operational division.

In addition to conducting advanced individual training in the designated branches, the Training Centers at Forts Dix, Jackson, Knox, Leonard Wood and Fort Chaffee, also will conduct basic combat training.

The president of the Association of American Railroads, William T. Faricy, and the Army Chief of Transportation, Major General Paul F. Yount, have signed an affiliation agreement reactivating the famed 3d Transportation Railway Command, known during World War II as the 3d Military Railway Service.

The newly activated Command, sponsored by the Association and affiliated with the St. Louis-San Francisco Railway, will furnish Reserve officers and enlisted personnel as well as technical training, necessary equipment and shops. This brings to twenty the total of Army Reserve railroad units supporting the Nation's transportation mobilization program.

Roasted and ground coffee for all of the Armed Services will be procured by the Army Quartermaster Corps from commercial sources beginning this summer. As part of this procurement program, existing Army and Navy coffee roasting operations at four plants will be gradually phased out.



A new Army unit to fire the new Redstone missile has been activated as the 217th Field Artillery Missile Battalion (Redstone), at the Army Ballistic Missile Agency at Redstone Arsenal, Huntsville, Alabama.

Official Notes

BUDDY ASSIGNMENT PLAN. AR 601-213 outline the "Buddy Assignment Plan" which is designed to establish an inducement to further enhance the Army Recruiting Program. The regulations set forth procedures of recruiting main stations for processing and assignment.

MILITARY ACADEMY APPOINTMENTS. AR 350-55 set forth eligibility requirements, administrative and selection procedures for the special quota that exists for enlisted members of the Regular and Reserve components of the Army and Air Force to the United States Military Academy. The regulations also include procedures for selection of personnel who may be enrolled in training courses designed to help prepare them for the annual West Point entrance examinations. The annual quota of 180 is evenly divided between Regular and Reserve components.

ENLISTED ACTIVE DUTY EXTENSION. AR 135-214 prescribe procedures whereby enlisted members of the Army of the United States without component (inductees) and certain enlisted members of the Army Reserve and the National Guard of the United States on active duty may remain on duty beyond expiration of current period.

LOGISTICS OFFICER PROGRAM. AR 614-132 prescribe and implement a logistics officer program to develop and utilize professionally equipped and capable commissioned officers for assignment to key logistics positions.

ASSIGNMENT MOS. AR 614-103 provide a method for including recommended, directed, or negative Military Occupational Specialties in Department of the Army orders when considered appropriate or desirable, in accordance with approved career patterns of the branches.

MENU BOARD. AR 15-230 prescribe the procedures for the formation of installation menu boards and the duties of the various members.

SUBSISTENCE ALLOWANCE. AR 35-1460 cover in detail provisions for basic allowance for subsistence of officers and enlisted members.

NATIONAL MATCH FUND. AR 920-35 set forth basic policies and principles governing the National Match Fund of the National Board for the Promotion of Rifle Practice. This non-appropriated fund is set up to promote marksmanship training both in the Armed Forces and civilian citizenry.

ACCOUNTS SETTLEMENTS. AR 35-1375 provide instructions for settlement of accounts of any deceased member of the Department of the Army, under provisions of the Act of 12 July 1955 (69 Stat 295).

NUTRITION. AR 40-564 outline responsibility for supervising the determination of the nutritional state of military personnel. They prescribe the minimum nutrient intake per person per day when subsisted on garrison or field type rations in areas of temperate climate.

IDENTIFICATION. AR 606-5 govern the use, preparation, issue, accountability, and disposition of identification cards, tags, and badges issued in connection with official business of the Army Establishment. These include security identification cards and badges used in controlling security of Army installations and activities.

PROCESSING PROCEDURES. AR 612-200 provide procedures for processing, classification, and assignment of replacement stream personnel received for basic combat and/or advanced individual training in replacement training centers, general reserve units and schools. Pro-

cedures also are included covering individuals from Army Reserve and National Guard units who are ordered to active duty for training for six months under the Reserve Forces Act of 1955.

EMERGENCY RETURN. AR 608-40 prescribe the criteria and procedures for return of military personnel to the United States or territory of residence for emergency reasons. Responsibilities and authority of oversea commanders are included.

CLAIMS. AR 25-20 govern the administrative settlement of claims against and in favor of the United States. They are intended to insure that incidents are properly investigated and expeditiously settled.

STRATEGIC INTELLIGENCE SCHOOL. AR 350-132 outline mission, organization and functions and operation of the Strategic Intelligence School, Washington, D. C.

INFORMATION AND RECORDS. AR 345-20 outline the scope, statutory provisions, and executive orders relating to release of information and records from Army files.

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New TV Camera-Transmitter— Lightweight, Portable, Versatile

A PORTABLE television camera and transmitter that can be carried by a soldier-scout to advanced, otherwise inaccessible positions, to send back to a commander a continuous picture of battle operations, has been developed by the Signal Corps Engineering Laboratories at Fort Monmouth, N. J. Nicknamed the "creepy-peepy," it can operate as a television sending set at ranges up to a mile, or it can be connected by conventional cable for closed circuit operations.

Using this new equipment, a soldier-scout has a flexibility of movement not possible with the former cable carrying equipment. The operator can move about, taking the equipment with him—or he can set it up to survey roads, spot artillery fire or maintain surveillance in a contaminated area, while he himself moves to a safer position.

Images are transmitted to a ten-inch receiving set which can be set up in a fox hole or mounted in a jeep for great mobility. The transmitter operates on a very lightweight battery good for two hours, while the receiving set is powered from the jeep, or regular commercial power. Push-button control at the jeep-mounted or foxhole console permits monitoring of pictures from five different cameras in the field.

It is possible to relay the televised picture from the creepy-peepy to higher headquarters, or pipe it into a commercial TV system. Besides the obvious military applications of the new equipment, it is expected to be put into commercial use by television reporters covering conventions, accidents, and similar on-the-spot news events.

THE hand-carried camera is a small box-like affair weighing eight pounds and equipped with four interchangeable lenses, including a wide angle and a telephoto unit. The back-carried sending station, which resembles a small suitcase, weighs about 47 pounds and can transmit continuously for two hours, powered by a small rechargeable zinc battery about one-third the size and weight of the average automobile battery.

(For pictures of the TV Camera-Transmitter, see back cover.)

